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DEPARTMENT OF STATE A/CDC/MR
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FROM: TRIPOLI

TO: Secretary of State

NO: 904, MAY 9.

PRIORITY

JOINT EMBASSY-USOM MESSAGE

REFERENCE: CIRCULAR 1644, APRIL 21

ATTENTION TASK FORCE ORGANIZATION

FOR GANT AND SHEPPARD

FOLLOWING IS USOM VIEW REFTEL:

A. PROPOSED INTEGRATION FOREIGN AID ACTIVITIES UNDER SINGLE HEAD SHOULD BE MATCHED BY INCREASED DEVOLUTION AUTHORITY TO FIELD. THIS APPROACH PERMITS GREATER CONCENTRATION WASHINGTON DELINEATION POLICY AND FIELD GUIDANCE. ALSO CONCEPT OF MULTIPLE YEAR FINANCING BASED UPON APPROVED LONG-RANGE DEVELOPMENT PLANS IN WIDELY VARIANT COUNTRY SITUATIONS REQUIRES LARGER BALANCE AUTHORITY, FLEXIBILITY AND FREEDOM OF ACTION IN FIELD TO ADJUST TO CHANGING CONDITIONS.

B. IN PROGRAMMING AREA RECOMMENDED THAT UPON WASHINGTON APPROVAL LONG-RANGE DEVELOPMENT PLAN AND AID LEVEL FOR PARTICULAR IN CONSULTATION WITH AMBASSADOR IN FINALIZING PROGRAMS, PROJECTS AND ACTIVITIES DESIGNED ACHIEVE PLAN AS APPROVED. THIRTEEN YEARS INSTITUTIONALIZED FOREIGN AID HAS PRODUCED AN EXPANDING CORPS TOP-LEVEL CAREER ADMINISTRATORS AND EXECUTIVES CAPABLE ASSUMING INCREASED RESPONSIBILITY IN FIELD WITH DUE REGARD TO US OBJECTIVES AND TO SENSITIVITY PARTICIPATION FOREIGN PERSONNEL IN INTERNAL RECOVERY MEASURES. COMMONLY HELD NOTION

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NOTION OBJECTIVITY MISSION DIRECTORS MIGHT BE AFFECTED BY PROXIMITY NATIONAL PROBLEMS AND SYMPATHETIC RELATIONS GOVERNMENT OFFICIALS NOT JUSTIFIED BY EXPERIENCE. EFFECTIVE DELEGATION AUTHORITY THIS AREA ACCELERATE IMPLEMENTATION AND PROVIDE GREATER FLEXIBILITY APPROACH, AND MANEUVERABILITY ENABLING MISSIONS ADJUST TO CHANGING CONDITIONS AND DIRECTIONS WITHIN HOST COUNTRY WITHOUT PROLONGED NEGOTIATION WASHINGTON. INCREASED FIELD AUTHORITY CARRIES OBLIGATION FULLER, MORE TIMELY REPORTING.

C. GREATER AUTHORITY IN ESTABLISHMENT PERSONNEL CEILINGS SHOULD BE DELEGATED MISSION UNDER OVERALL RESPONSIBILITY AMBASSADOR. SEPARATE AND JOINT OBJECTIVES TO BE ACHIEVED IN SPECIFIC COUNTRY DETERMINE SCOPE AND CONTENT OF PROGRAM WHICH IS CONTROLLING FACTOR IN PERSONNEL REQUIREMENT. IMPLEMENTATION PROJECTS INVOLVES DELICATE BALANCING FUNDS. COMMODITIES FPACS* TECHNICAL ASSISTANCE. LEVEL OF LOCAL TECHNICAL COMPETENCE AVAILABLE FOR PROJECT IMPLEMENTATION WIDELY VARIABLE DIFFERENT COUNTRIES. MISSION DIRECTOR IN DOMINANT POSITION EVALUATE NEED US ADVISORS AND TECHNICIANS VIS-A-VIS PROJECT REQUIREMENTS AND AVAILABILITIES AND HE MAY BE ENTRUSTED ASSESSMENT COUNTRY REACTION INCREASED NUMBER AMERICAN PERSONNEL.

D. IN PROCUREMENT SPECIFIC RECOMMENDATIONS ARE:

1. PRESENT "PROJECT CONCEPT" AND PROCEDURES FINANCING COMMODITIES, AND SERVICES UNNECESSARILY COMPLICATED. OVER FRAGMENTED REDUNDANT FINANCING PRIMARY PROBLEM. TO ACCOMPLISH EXPEDITIOUSLY MSA OBJECTIVES BELIEVE MAJOR REVISIONS NECESSARY. SUGGEST "ACTIVITY CONCEPT" REPLACE "PROJECT CONCEPT" FOR PROCUREMENT FINANCING. THIS WOULD ENTAIL GROUPING RELATED PROJECTS IN ONE ACTIVITY FOR PURPOSE OF PROCURING COMMON REQUIREMENTS. ESTIMATE CONSIDERABLE REDUCTION PAPER WORK, PROCUREMENT DELAYS SUBSTANTIALLY REDUCED, AND SUBSEQUENT PENT* PIPELINE CUTS ACCORDINGLY.

2. PERMIT USOM OPEN AND AMEND LETTER COMMITMENTS DIRECTLY SAVE TIME UNNECESSARY

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TIME UNNECESSARY PROCESSING.

3. PERMIT ISSUANCE ONE PROJECT SUPPORT PIO/C FINANCE ALL US-OWNED EXCESS PROPERTY FREIGHT SHIPMENTS.

E. IN AREA OF CONTRACTING FOLLOWING SUGGESTIONS OFFERED:

1. RAISE USOM CONTRACT CEILING AUTHORITY SUBSTANTIALLY ABOVE PRESENT $25,000 LIMIT EXTENT APPROVAL LOCAL FACILITIES.

2. RETAIN NEGOTIATING RESPONSIBILITY IN WASHINGTON ONLY FOR MAJOR CONTRACTS. PERMIT USOM TO MAKE ADJUSTMENTS WITHIN AGREED AREAS AND AMOUNTS.

AMBASSADOR CONCURS.

JONES

JVC/21

* AS RECEIVED.

NOTE: MESSAGE DELAYED IN TRANSMISSION.

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